



**DELAWARE DEPARTMENT OF STATE  
MAJOR ACCOMPLISHMENTS  
2009 – 2017**

**JEFFREY W. BULLOCK, SECRETARY OF STATE**

# DELAWARE DEPARTMENT OF STATE

Our mission is to:

- Promote Delaware’s economy and generate state revenue;
- Manage and facilitate citizen access to governmental, educational, and recreational information;
- Preserve and promote Delaware history, art, and culture;
- Assist and provide direct services to Delaware veterans and their families;
- Promote equal opportunity and protection for all persons;
- Provide regulatory, licensing, investigative, and consumer services to protect the public’s health, safety, and economic welfare; and
- Administer the State’s public and merit employment relations and government ethics laws.

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## SECRETARY’S MESSAGE

A lot can happen over eight years, and as you’ll find on the following pages, the Department of State has been very productive across our 18 divisions.



This is a large and diverse agency with more than 600 dedicated full-time employees and nearly 140 part-time staff providing a vast array of services to Delaware residents, businesses and customers around the world.

We’ve worked hard to become more efficient and innovative in how we deliver these services while striving to fulfill Governor Markell’s vision of ensuring that all Delawareans have the opportunity to make the most of their talents.

I’ve been privileged to serve as Delaware’s 80th Secretary of State and am grateful to Governor Markell for the opportunity. My immediate predecessors, Harriet Smith Windsor and Ed Freel, were instrumental in providing me with a strong, well-run Department. I’m proud of the work we’ve done over the past eight years, and am confident that the new administration will find that the Department of State’s excellent reputation is well-deserved and the Department is ready for the challenges ahead.

Sincerely,

A handwritten signature in blue ink that reads "JWBullock". The signature is stylized and written in a cursive-like font.

Jeffrey W. Bullock  
Secretary of State

## SECRETARY OF STATE'S OFFICE

- The Department exercised sound stewardship of taxpayer dollars, decreasing reliance on the General Fund by \$10 million since FY09 through real cuts and by switching funding sources to fee-based income. Budget growth was limited to 2% per year thanks to the leadership of the Department's employees and fiscal managers. The Department is smaller overall compared to eight years ago, with the number of budgeted full-time employees down from 674 to 607.
- Improved efficiency and cost-effectiveness by merging and co-locating agencies, saving both administrative overhead and facility costs. This included the closing of the Department's Townsend Data Center and consolidation of the Department's IT staff into the Department of Technology and Information.
- Boosted diversity and fairness in hiring practices across the Department, achieving parity in all eight Equal Employment Opportunity categories for women (a first for the Department), and in five of eight categories for minorities (also a Department record) thanks to the leadership of our Human Resources staff.
- Launched the state's Unclaimed Property Voluntary Disclosure Act (VDA) program in October, 2012. This business-friendly self-disclosure process enables holders to catch up on past-due obligations, avoid an audit, and reduce their liability while increasing compliance rates of Delaware legal entities. Almost 800 companies have enrolled in the program and half have reached settlements, contributing more than \$400 million in revenue to the state's General Fund.
- Launched a web-based Notary Public licensing system that reduced the average turnaround time for notary applications and renewals from weeks to less than 24 hours.
- Board of Pardons staff in the Secretary of State's Office successfully handled an almost 150% increase in applications while decreasing by one-third the time for an application to be heard by the Board. These efforts responded to the needs of thousands of Delawareans who served their sentences and turned their lives around – many of whom are seeking jobs and must clear strict employment background checks to be able to better care for themselves and their families. During the Markell administration, staff received and processed 4,300 applications for pardons and commutations. The Board heard almost 3,300 requests and sent 2,500 to the governor for consideration, of which 90% were granted.



The John G. Townsend, Jr. building in Dover houses the Secretary of State's Office and the Division of Corporations.

## DIVISION OF CORPORATIONS

- Strengthened the state’s incorporation franchise by:
  - Increasing the net number of legal entities in Delaware by 38%, from 882,000 to 1,215,000.
  - Growing General Fund incorporations revenues from \$770 million in FY09 to \$1.1 billion (43% overall or 5.4% annually).
  - Increasing the number of new incorporations for six consecutive years and setting a yearly record for new incorporations (179,000) in 2015.
  - Improving marketing of the state’s corporate and legal services industry in partnership with the Delaware Bar and judiciary, and launching the nation’s first international corporate law website and blog: [www.corplaw.delaware.gov](http://www.corplaw.delaware.gov), published in 10 languages.
  - Filling an important market and societal need by authorizing the creation of Public Benefit Corporations (PBCs), enabling corporations to include the dual purpose of “doing well” and “doing good” into their corporate governing documents. More than 675 PBCs have formed in Delaware since August, 2013.
  - Promoting Delaware’s interests in Washington D.C. in collaboration with the state’s Congressional delegation to protect the primacy of state corporate governance and business formation laws, including the Wall Street Reform and Consumer Protection Act (Dodd-Frank Act); the Jumpstart Our Businesses Startups Act (JOBS Act); and the Closing Loopholes Against Money-laundering Practices bill (CLAMP).
  - Developing consensus on several key corporate law amendments that balanced manager and shareholder interests by authorizing proxy access and reimbursement, prohibiting fee-shifting, authorizing exclusive forum selection, and reforming appraisal.
  - Launching popular new services such as 30-minute filing, entity status monitoring, and certificates of validation.



Governor Jack Markell and Secretary of State Jeff Bullock recognize Mathieu Senard, Co-Founder of Alter Eco, one of the very first Public Benefit Corporations formed in Delaware.

- Continued efforts to improve service and boost productivity by launching in September, 2015 a major upgrade to the Division's computer platform – the new Delaware Corporate Information System (DCIS) – the first comprehensive rewrite of the Division's imaging, workflow and data systems since 1989. The upgrade enables the state and its network of authorized online agents to offer expanded and improved products and services.



Governor Markell and Secretary Bullock join longtime Division of Corporations employee Sandi Pisarski in celebrating the formation of Delaware's one millionth legal entity.

- Boosted the quality of customer care in the Division of Corporations by earning ISO-9001 certification and recertification of the Division's customer quality system.
- Collaborated with Delaware's judiciary and bar to help enact the Delaware Rapid Arbitration Act, offering U.S. and overseas businesses a way to access high quality dispute resolution systems at lower cost and faster speed.
- The U.S. Chamber of Commerce again ranked Delaware first for the fairness and reasonableness of the state's legal system, rating Delaware number one for the 10th consecutive time since the surveys began in 2002.

## STATE BANK COMMISSIONER

- Made Delaware more attractive for banking jobs by:
  - Amending the bank franchise tax law in 2011, 2013, and 2014 to reduce tax levels, delete obsolete provisions, and provide an enhanced employment tax credit for banks.
  - Aggressively promoting the state's financial services and trust laws, successfully reversing a decline in state banking employment during the Great Recession. Commercial banking jobs in Delaware grew from 25,000 in 2012 to 27,900 in 2015, an increase of more than 11%.
- Boosted consumer protections by imposing restrictions on high-cost, short-term consumer loans (payday loans) and title loans by:
  - Limiting the number of payday loans and rollovers that lenders can make to the same borrower within a year.
  - Requiring title lenders to offer workout agreements to help struggling borrowers keep their cars, and limiting a borrower's exposure to the loss of the car after the lender takes possession.

- Requiring both payday and title lenders to make clear disclosures to borrowers about the risks of high-cost loans and to pay a licensing fee that supports consumer financial education programs.
- Created the Financial Literacy Education Fund (FLEF) in 2011, providing more than \$2 million in matching grants to 25 organizations in Delaware that teach personal financial skills such as banking, budgeting and investing to underserved populations. Enrollment in FLEF funded programs has reached 190,000.
  - Recipients of FLEF grants have included: Boys & Girls Clubs of Delaware, Delaware Adolescent Program Inc., Delaware Council on Economic Education, First State Community Action Agency Inc., Interfaith Community Housing, Junior Achievement of Delaware, La Esperanza Inc., Latin American Community Center, Sussex Tech Adult Division, United Way of Delaware, and University of Delaware/4-H, among others.



Governor Markell, Secretary Bullock and State Banking Commissioner Robert Glen congratulate award recipients at the Delaware Financial Literacy Institute's (DFLI) First State Saves Celebration.

## CORPORATE AND INTERNATIONAL DEVELOPMENT

- Re-energized the State's international trade and development efforts with a renewed focus on promoting foreign direct investment in Delaware and boosting exports by Delaware businesses.
- Moved the International Trade Group to the Department of State in order to leverage the Department's experience promoting Delaware's corporate brand worldwide.
- Launched the Global Delaware brand, corresponding website ([global.delaware.gov](http://global.delaware.gov)) and social media platforms. The brand highlights Delaware's advantages to an international audience, and showcases opportunities for Delaware businesses to expand internationally through exports.
- Developed the state's first ever Strategic Export Plan, including identifying target markets (Canada, Mexico, Germany and South Korea) offering the best opportunities for Delaware products, and appointing foreign trade representatives in those target markets.



- Received nearly \$1 million in State Trade Expansion Program (STEP) awards from the Small Business Administration to support the state’s efforts to help Delaware businesses develop markets internationally; 53 Delaware businesses received financial assistance to help expand their exports and the state organized 16 trade missions generating \$14 million in estimated and projected sales combined.



Governor Markell, Sen. Chris Coons, state legislators and officials from AB Group Packaging cut the ribbon on the firm’s new Delaware manufacturing facility in April, 2016.

- Launched the Delaware Blockchain Initiative that positions the state to become the epicenter for a blockchain ecosystem that will drive economic growth.
- Collaborated with DEDO to bring AB Group Packaging, an Irish bag manufacturer, to Delaware. The company’s operations in Newark are projected to create 87 full-time jobs.
- Recruited Factory Berlin, Europe’s largest start-up campus, to open their first U.S. location in downtown Wilmington.

## GOVERNMENT INFORMATION CENTER (GIC)

- Created and continuously modernized key informational websites such as the state’s web portal, phone directory, central news server, public meeting calendar, bidding website, Delaware Works job portal, and the online Delaware Code to enable citizens and businesses to find resources more easily and effectively.
- Launched the award-winning Business First Steps informational portal ([www.firststeps.delaware.gov](http://www.firststeps.delaware.gov)) that provides a single place for Delaware’s entrepreneurs to access

### Business First Steps Index of State of Delaware Business Licenses and Registrations



Harness Your Great Idea



Write Your Business Plan



Get Your License



Open Your Business

information on harnessing an idea, writing a business plan, getting licensed to do business, as well as information on business financing and workforce recruitment. The site features a comprehensive and searchable list of state licensing requirements and helpful links to federal and local licenses and permits.

- Coordinated the delivery of a growing list of new e-government applications including DNREC’s Hunting and Fishing app, the new Public Integrity Reporting System, DMV’s Temporary Tag System, and more featured at [apps.delaware.gov](https://apps.delaware.gov).
- Improved citizen access to mobile websites by migrating nearly 80% of state websites to a new “responsive design” that automatically optimizes websites for viewing on a PC, tablet, or phone.
- Led efforts to expand the use of social media on multiple state agency sites and created a comprehensive index of all official state social media channels: [delaware.gov/topics/socialmedia](https://delaware.gov/topics/socialmedia)
- Boosted local government transparency by enabling 27 small municipalities to publish websites that include public meeting notices and digital documents such as agendas, minutes, ordinances, and land use codes: [delaware.gov/topics/municipalities](https://delaware.gov/topics/municipalities)
- Partnered with the Delaware judiciary and Administrative Office of the Courts to design and launch an attractive, user-friendly website tailored to the users of the state’s six different courts, [courts.delaware.gov](https://courts.delaware.gov).



The Town of Frankford website is one of more than two dozen small municipal sites built by GIC.

## DIVISION OF LIBRARIES

- The Markell administration provided \$44.6 million in state funding – more than any previous administration – for 16 library construction projects statewide including new libraries in Dover (2012) and Lewes (2016) and major renovations to the Wilmington library (2014). These projects increased available library space for collections, meeting rooms, and new technologies by 160,000 square feet or 38%.



Governor Markell and local officials cut the ribbon at the new Lewes Library in June, 2016.

- Launched the statewide library catalog in 2010. Currently, the catalog includes 2.6 million items available to patrons of the 60 participating libraries, which include all 33 public libraries and several academic, special and school libraries, such as Dover Air Force Base, Barratts Chapel and Museum, the Fort Delaware Society, several charter schools, and Colonial School District libraries.
- Invested in technologies that brought high-speed broadband and wireless access to every library in the state, boosting the number of public access computers by 63% and PC usage by 85%. Thanks in part to this effort, Delaware and its libraries boast the fastest broadband speeds in the nation.
- Launched e-media services (e-books, e-audiobooks, video streaming) for Delaware library patrons with 417,000 electronic checkouts in FY16.
- Opened Job Centers in our libraries to provide valuable career services for Delaware’s unemployed and underemployed. Job Center patrons can learn how to use a computer, write a resume, fill out an online job application, practice for a GED test, and learn interviewing skills. The Job Centers have recorded more than 1,275 reported job offers.
- Expanded Job Centers to include Inspiration Spaces serving as community STEM (science, technology, engineering, and math) centers for entrepreneurs, lifelong learners, technologists, and “makers.” These centers have recorded more than 51,000 visitors since inception in July, 2011.



Colin Consavage of Claymont shows off the prosthetic hand he created on a 3D printer at the Wilmington Public Library.  
*Source: The News Journal*

- Inspiration Spaces are located in all three counties, at the Wilmington, Dover and Georgetown public libraries. Most other Delaware libraries also host Inspiration Space workshops and events.
- Inspiration Space patrons can access exciting new technologies (3-D printing and design software, green screens, digital cameras, etc.), reference materials and programs geared toward small businesses, and shared spaces for people to collaborate around making things.
- Created the Delaware Heritage Collection in 2011 as an online repository of digital documents, maps, newspapers and other unique items from Delaware libraries, museums, and historical societies ranging from the Air Mobility Command Museum to the Old Swedes Foundation.

## HISTORICAL AND CULTURAL AFFAIRS (HCA)

- Invested a record \$13 million in more than 100 historic and cultural site improvements at dozens of state-owned historic properties. Major preservation, landscaping, and refurbishing projects have improved public access and programming at Woodburn, the New Castle Courthouse and Green, the Dover Green, the Biggs Museum of American Art, Darley House, Zwaanendael Museum, and the Old Sussex County Courthouse, to name a few.



The Buena Vista Conference Center, managed by The Division of Historical and Cultural Affairs, hosts a variety of public and private state functions.

- Embarked on an extensive renovation of the state's flagship holding, Buena Vista. Launched in 2011, this series of improvements remade the buildings and grounds into a destination for special events such as weddings, reunions and holiday gatherings. In the past five years, the site has hosted the Vice President, the King and Queen of Sweden and business and government officials from the United Kingdom, China, Finland, Japan, and Pakistan. Finished work includes a pedestrian trail with interpretive signs, new interior designs and exterior restrooms, and restoration of the carriage house and pole barn.
- Supported Delaware's Congressional delegation in creating the First State National Historical Park, Delaware's first national park. Four units of the park are administered by HCA: the New Castle Court House and Green in New Castle; Fort Christina National Historic Landmark in Wilmington; and the John Dickinson Plantation in Dover.

- Welcomed more than 10,500 students a year to HCA’s museums during the Markell administration. Third- through sixth-graders are a main audience for HCA’s school programs, which are primarily based on Delaware social studies standards. Tours are designed to complement academic material taught in the classroom.



The Queen Theater in Wilmington after its extensive restoration.  
 Source: World Café Live

- Awarded \$32.7 million worth of Historic Preservation Tax Credits (HPTC) since 2008 to 140 different projects, leveraging nearly \$130 million in private sector investment. Governor Markell signed landmark legislation giving priority consideration for HPTC’s to projects within designated Downtown Development Districts. High profile projects during the Markell administration have included:
  - **The Queen Theater, Wilmington**, a huge revitalization project for an iconic city landmark, serving as a cornerstone of redevelopment and revitalization in the downtown neighborhood of LOMA (Lower Market Street Area.)
  - **The Brick Hotel, Georgetown**, an historic structure on The Circle familiar to generations of Sussex Countians, reborn as boutique lodging and a restaurant.
  - **6 South Street, Dover**, a Victorian mansion in the heart of Delaware’s capital resurrected from a long tenure of disrepair and adapted for reuse as the headquarters of a prominent Delaware law firm.
- Initiated the Affiliates Program in 2009 to offer joint programs and exhibits, creating broader opportunity for the public to view items from the state’s collections. Notable exhibits include “Captain John and Sarah Avery: A 17th Century Family on Delaware’s Frontier” hosted at the Rehoboth Beach Museum, Lewes Historical Society, and New Castle Historical Society; “Middletown Goes to War,” currently on display at the Middletown Historical Society; and “Through the Lens,” an exhibit of WWII-era photographs taken by Dover native William D. Willis, on display at the Seaford Museum.
- Expanded the state’s holdings of art, artifacts and antiques. Notable acquisitions include a collection of more than 300 works by Delaware sculptor Charles C. Parks; fifty works of Hispanic art representing 40 years of collecting by the late Norma Varisco de García and her husband; and two paintings by Wilmington artist Edward L. Loper Sr.: “Washington St. Bridge” and “Reflections #2”.

## DIVISION OF THE ARTS

- More than doubled state funding for the arts by creating a Delaware Arts Trust Fund – attaining the national average of 8% public support for the arts, jumping from 10th to third in the nation for state support for the arts, and boosting organizational training, development, and accountability for arts organizations and their boards.
- Worked collaboratively with major arts organizations across the state to bolster their leadership structures, streamline administrative processes, and put the organizations on firm footing to continue providing high-quality arts programming.
- Launched InWilmington ([www.inwilmingtonde.com](http://www.inwilmingtonde.com)), a first-of-its-kind, collaborative arts marketing campaign to raise the visibility of Greater Wilmington as a cultural destination. Supported similar regional efforts including First Fridays in Downtown Dover, the Newark Arts Alliance, and TADD (Tourism, Arts and Downtown Development), a partnership of communities in Kent, Sussex and neighboring Maryland counties.
- Participated in the 2012 Arts & Economic Prosperity study, which found that the arts in Delaware:
  - Benefit more than 1 million people, including 230,000 students and 24,000 artists;
  - Power a \$142-million cultural sector economy;
  - Generate nearly \$10 million in local and state revenue per year; and
  - Support more than 3,800 full-time jobs in the arts and related business activities.
- Since 2008, awarded an average 170 grants per year totaling nearly \$19 million to arts organizations, community-based programs, and artists across the state. This includes a grant program established in 2015 to assist schools with the costs of transporting students to Delaware art events to enhance cultural engagement and learning.
- Supported arts programming in more than 30 communities throughout the state, including professional development opportunities resulting in improved organizational management and sustainability (with a 75% organization participation rate in FY16).
- Developed an online calendar of arts events happening in Delaware, [www.DelawareScene.com](http://www.DelawareScene.com), and a free “WhatsOn” smartphone app.



- Named siblings Nnamdi Chukwuocha and Albert Mills (the Twin Poets) to share the title of Delaware's 17th Poets Laureate. The announcement received national recognition from the National Endowment for the Arts and the Library of Congress.
- Initiated programs to reach more Delawareans through the arts, including:



Twin Poets Laureate Nnamdi Chukwuocha and Albert Mills.

- The National Arts Program/State Employees Art Exhibition, started in 2011 and engaging more than 300 participants annually.
- The Scholastic Art & Writing Awards partnership literary awards, which reached nearly 500 middle- and high-school students in 2014.
- The annual Delaware Day Fourth Grade Competition Artistic Merit Awards, started in 2014 with participation from 1,100 students statewide.

## DELAWARE PUBLIC ARCHIVES (DPA)

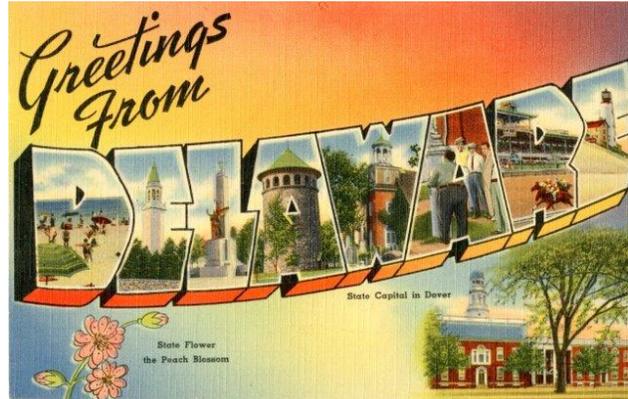
- The Archives vastly increased the number of digitized records available online for researchers around the world to nearly two million documents, up from 134,000 in FY09. The digital archive includes historical audio clips from World War II, maps dating back to the 17th Century, papers from Delaware's ratification of the U.S. Constitution, and many Civil War photographs, diaries, letters and service records.
- Broadened outreach to the Hispanic community:
  - Translated significant segments of its website into Spanish.
  - Conducted Spanish language tours of the Archives for students and members of the Delaware Hispanic Commission.



Delaware Public Archives staff shows the state's original colonial charter to Gabriel Pilonieta, editor of *El Tiempo Hispano*.

- In 2016, the Archives will accept the donation of digital back issues of local Spanish-language newspaper *El Tiempo Hispano*.
- Developed a broad and inclusive schedule of exhibits drawn from its diverse collections. Exhibits presented during the Markell administration covered topics such as African American genealogy, Delaware in World War II, the 60th anniversary of Brown v. Board of Education, The War of 1812, and the 110th anniversary of the Archives.

- Accepted a variety of donations from private citizens and historical organizations since 2009. Significant examples include the Governor Richard C. McMullen Scrapbooks, 1896-1970; the Ridgely Family Papers, 1694-2006; the George and Irene Caley Postcard Collection; and the records of retired Delaware Supreme Court Justice Henry Horsey. These notable accessions generated significant media attention, as they highlight the varied scope of the Archives' collections.



An example from the George and Irene Caley Postcard Collection, which was donated to the Delaware Public Archives.

- Significantly expanded the Delaware Historical Markers Program, commissioning 76 new historical markers during the Markell administration and repairing or replacing 70 existing markers. Archives also renegotiated rates with its marker vendor, cutting costs by 40%. Notable new markers include:

- **Iron Hill School #112 C, New Castle County:**

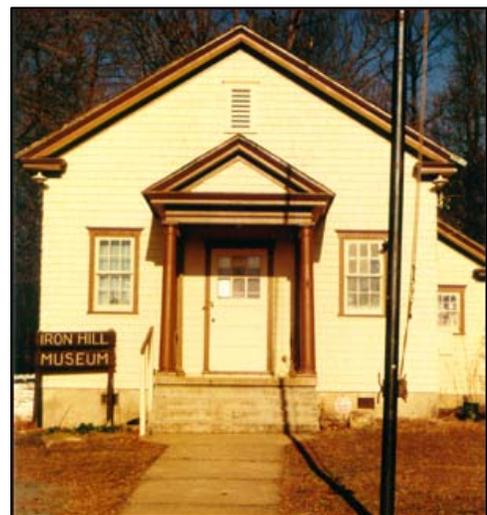
T. Coleman du Pont funded construction of this school, one of the many du Pont “Colored Schools” created after *Plessy v. Ferguson*.

- **Annie Jump Cannon’s Childhood Home, Dover:**

A native of Dover, Annie Jump Cannon was a pioneering, deaf-born astronomer who created a classification system for stars that is still in use.

- **DuPont Nylon, Sussex County:**

Seaford is the site of the world’s first nylon manufacturing plant. Production of this “miracle fiber” began in 1939.



Iron Hill School #112 C, funded by businessman T. Coleman du Pont.

## COMMISSION FOR VETERANS AFFAIRS

- Expanded services offered to the state's more than 75,000 veterans, including the creation of the Delaware Joining Forces Network ([delaware.gov/djf](http://delaware.gov/djf)). The Network publishes an online Veterans Services Directory of institutions and businesses that provide veterans with financial and legal assistance, job training and employment, homelessness and housing services, educational resources, and behavioral health and wellness services.



Governor Markell joined Secretary Bullock, members of the General Assembly and members of the Delaware Commission of Veterans Affairs to sign legislation creating the Delaware Veterans Trust Fund.

- Assisted in Governor Markell's successful initiative to end veteran homelessness, resulting in the housing of 188 previously homeless veterans throughout the state.
- Supported the creation of a Delaware Veterans Trust Fund ([www.DelawareVeteransTrustFund.com](http://www.DelawareVeteransTrustFund.com)) by the Friends of Delaware Veterans. The Fund provides financial assistance or grants to an average 125 Delaware veterans per year to assist with health care, housing, utilities, and educational or training programs. Donations to the fund from organizations, agencies, fundraisers, and individuals average \$60,000 annually, supplemented by a yearly state appropriation of \$25,000.
- Secured more than \$9 million in federal funding for expansion, maintenance, and beautification projects at the Bear and Millsboro veterans cemeteries to handle an additional 6,200 interments.

## DELAWARE VETERANS HOME (DVH)

- Expanded the Delaware Veterans Home by opening an additional wing in 2013 to accommodate the admission of more veterans requiring skilled care and nursing services. Occupancy at the Home now routinely tops 95%.
- Improved care, quality of life, and efficiency at the Home by:
  - Working with Friends of Delaware Veterans to open a pavilion featuring covered, outdoor programming space and a fishing pier over a stocked lake;

- Completing important energy cost saving projects, including LED parking lot lighting, automatic faucets in all restrooms, on-demand hot water heaters, and automatic HVAC controls;
- Investing in technology solutions such as an electronic medical records system and a modern nurse call system that easier to use and capture greater data to enable better cost recovery in areas such as physical, occupational and speech therapy; and
- Responsibly and successfully managing costs. Over the last eight years, the Home’s cost-of-care rate for private pay grew from \$210 to \$242 per day, an average increase of less than 2% per year – one-third less than the national average growth in medical costs over the same time period.

## DIVISION OF PROFESSIONAL REGULATION

- Led the effort to significantly strengthen patient protections and address systemic failures in response to documented cases of the victimization and sexual abuse of patients. The Division implemented landmark reforms in the areas of licensure and discipline including:
  - Creating expedited licensure suspension procedures and allowing the Board of Medical Licensure and Discipline to access any investigations by peer review panels regardless of whether a practitioner was disciplined;
  - Increasing potential fines for unprofessional conduct and allowing the Board to impose sanctions on hospitals, health care institutions and the Medical Society if they fail to report misconduct;
  - Establishing a standard of care requiring another adult in the room when a youth is disrobed and notice of the right to a chaperone to parents; and
  - Ensuring physicians have a criminal background check and appropriate training in recognizing child abuse. The Division helped organize the Child Abuse Prevention and Reporting Summit for medical practitioners, law enforcement, deputy attorneys general, and others in health care professions. The Summit attracted 800 attendees and was the largest child abuse prevention event ever held in Delaware.
- Led collaborative efforts to create a Comprehensive Prescription Drug Abuse Prevention Program including tamper-proof prescription pads, a voluntary drug take-back program,



aggressive enforcement of Controlled Substance Act violations, and a statewide prescription drug monitoring program (PMP) that is used by more than 5,700 professionals more than 40,000 times per month to prevent prescription overdoses and doctor shopping.

- Launched a new web-based, mobile Professional License Search (PLS) application, allowing citizens to search for a licensed professional or business and obtain information on license status and any disciplinary actions on record. The Division was recognized for this e-Government initiative and won the 2014 Interactive Media Awards Outstanding Achievement Award for government.
- Strengthened the state's ability to deter and police unprofessional or unlicensed conduct by persons regulated by the Division of Professional Regulation. The Division worked with the Attorney General's Office to establish case processing standards to improve efficiency in managing cases from receipt to disposition. The Division also streamlined the investigative and prosecutorial process for complaints of unlicensed practice.
- Promoted job creation through introduction of LEAN Enterprise processes that reduced the average turnaround for all license types, from receipt to approval, to less than 30 days and to a 5-7 day average for licenses not requiring board approval. Previously, license issuance could have taken as long as six months.



**Search & Verify a  
Professional License**

## **PUBLIC SERVICE COMMISSION (PSC)**

- Implemented legislation signed by the Governor supporting the growth of renewable energy, increased energy conservation in Delaware, improved customer rate protections, reduced regulatory burdens on utilities, and increased public transparency of PSC processes.
- Worked to save the average Delmarva Power residential customer \$50 per year on their consolidated delivery, transmission, and supply rates by reducing overall electric rates by 2.5% over the eight year period.
- Reduced Delaware's gas delivery and supply costs by 30-40%, as gas commodity prices declined significantly.

- Supported the work of the Delaware Electricity Affordability Committee that named Direct Energy as the “Electric Retail Supplier Exclusively Contracted by the State of Delaware,” a first of its kind, competitively bid process that provides Delaware ratepayers with the option to select a state-vetted electric supply vendor.



Secretary Bullock joined representatives from Direct Energy in July, 2016 to unveil the state’s plans to expand consumer electric supply choice.

- Improved transparency of Commission proceedings with a new electronic filing system ([delafile.delaware.gov](http://delafile.delaware.gov)) and the ability to livestream Commission meetings.
- Expanded outreach communications by implementing an active social media presence, updating sources of information, creating public awareness programs, and promoting public confidence by effectively responding to customer contacts, inquiries, and complaints.

## PUBLIC INTEGRITY COMMISSION (PIC)

- Governor Markell increased transparency by signing legislation requiring lobbyists to report their activities in real time and to make this reporting available to the public online.
- Created a new online filing system for public officer’s financial disclosures and lobbyist reporting. The Delaware Public Integrity Reporting System (PIRS) won a Web 2.0 Award from the Public Technology Institute for “Harnessing the Power of Civic Media.”

## PUBLIC ADVOCATE

- Helped successfully negotiate a settlement before the PSC in the merger between Exelon Energy and PEPCO Holdings Inc. The \$6.8 billion merger resulted in Delmarva Power electricity and natural gas customers realizing \$40 million in direct benefits and an additional \$27 million in additional benefits, such as arrearage forgiveness, one-time consumer rebates, and economic development programs across Delaware.

- Successfully opposed the Forward Looking Rate Plan (FLRP) which would have given the incumbent electric delivery company a guaranteed stream of increased rates over several years and placed consumers at a disadvantage.
- Led Delaware in opposing a major transmission line funding mechanism proposed by the Regional Transmission Organization (PJM) that would saddle Delaware consumers with more than \$400 million in added electricity costs in return for few economic benefits or improvements in reliability.
- Increased public outreach, attending dozens of events and meeting with thousands of individuals across the state.
- Took over the duty from the Public Service Commission of fielding all consumer complaints from utility customers. The DPA handles nearly 2,000 such complaints annually, resolving almost all of them without the need for opening a formal case with the PSC.

## **DIVISION OF HUMAN RELATIONS/OFFICE OF THE COMMISSION FOR WOMEN**

- Governor Markell signed landmark legislation establishing marriage equality in Delaware, as well as three pioneering laws adding new protected classes to Delaware's Fair Housing and Equal Accommodations statute. Today, it is illegal in Delaware to discriminate against a person based on sexual orientation, gender identity, or source of income.



Governor Markell signed House Bill 75 into law moments after it cleared the General Assembly on May 7, 2013, establishing marriage equality.

- Division of Human Relations (DHR) staff received and processed more than 300 fair housing complaints and more than 400 equal accommodations complaints, awarding thousands of dollars in monetary damages and mandating training programs for losing respondents.
- DHR provided training on equal accommodation and fair housing laws to more than 200 agencies across the state, including training city commissions in Dover and Wilmington on fair housing laws.

- DHR initiated a statewide Film and Discussion Series to facilitate community dialogue on matters of race and culture and hosted the first ever conference on Fair Housing for Persons with Disabilities.

- Consolidated DHR and Office of the Commission for Women (DCW) under a single director to lead both agencies. Improved cost efficiency and accessibility by using videoconferencing for regular monthly meetings of both the Human Relations Commission and Commission for Women.



DCW launched an award ceremony, "She's On Her Way," honoring the achievements of Delaware women under the age of 40.

- DCW led collaborations to advance women's issues, including pay equity, paid leave, health, voter participation, financial empowerment, educating and empowering girls, and career and employment opportunities.
- DCW partnered with the Office of the Public Defender and AmeriCorps Vista volunteers to produce a resource guide of social services to aid women re-entering society following incarceration at Baylor Women's Correctional Institution.

## **MERIT EMPLOYEE RELATIONS BOARD (MERB) AND PUBLIC EMPLOYMENT RELATIONS BOARD (PERB)**

- Improved the effectiveness and transparency of the PERB by:
  - Making all 32 years of decisions available to the public online;
  - Posting notices, statutes, rules, procedure summaries and forms online; and
  - Enabling electronic filing of all pleadings, correspondence and exhibits.
- Dramatically improved the efficiency and effectiveness of the MERB by:
  - Consolidating staff with the PERB and eliminating a three-year case backlog;
  - Streamlining all operating, hearing and case processing procedures;
  - Updating the MERB website to house documents dating back to 1995; and
  - Digitally archiving all MERB case records since 2009.